

NOTE: Adjusted USAR mission as of 16 Dec 2011

FY12 Recruiting Requirements

USAREC will Recruit –

- **58,000** Regular Army (RA)
- **16,320** Army Reserve (AR)

And Also Recruit For...

	RA	AR
Army Medical Department (AMEDD)	955	796
Officer Candidate (OCS)	250*	320*
Special Forces (18X)	1,400*	0
Translator (09L)	85*	17*
Special Forces Enlisted	2,000	0
Ordnance (89D)	200	0
Civil Affairs Officer	225	0
Civil Affairs Enlisted	532	0
Military Information Support Operations (MISO)	280	0
160 th Special Operations Aviation Regiment (SOAR)	385	0
Non-Rated Crew Members (NRCM)	200	0
Aviation Back Shop Maintenance	50	0
Service Support	100	0
In-Service Warrant Officer (Tech)	764	0
In-Service Warrant Officer (Flight)	268	0
Chaplain	84	125
Chaplain Candidate Conversions	0	75
Band	90*	0

RA Total of
64,043

AR Total of
17,316

Total of
81,359

* OCS, 18X, 09L and Band already Counted
in the RA 58K & AR 16,320K
Enlisted Count



Key Messages

- Recruiting success continues in FY 12, but the Army and the Nation still face challenges as we recruit the all volunteer force.
- The Army is looking for the best to join the Profession of Arms.
- Young people must aspire to be a Soldier, to embrace the Warrior Ethos.
- Fewer than one in four 17-24 year olds are fully qualified to join the Army. (Sources: See page 6.)
- Public support to Soldiers remains strong.
- The Army seeks qualified, motivated Americans to step forward and serve.
- The Army seeks adult advocates to support a youth's decision to join the Army.

Purpose of these Talking Points

The following talking points and links to informational web sites are provided to assist Recruiting Command personnel at all levels to respond to questions from the general public and the news media. This information is also helpful when preparing for speaking engagements, community and school presentations, and other recruiting activities in your communities.

USAREC Vision

Strength Starts Here

A carefully selected team of dedicated professionals sustaining an All-Volunteer Army...with Soldiers and Civilians who truly embrace the Army's values and Warrior Ethos, and who understand the strategic importance of our mission. Enabled by leading edge technologies and premier recruiting practices...we establish and maintain enduring relationships with Centers of Influence, Future Soldiers, Families and the American Public.

Potential Audiences and Relevant Messages by Audience

- **Congressional leaders:** Compensation and benefits commensurate with the demanding rigors of Army service will ensure that US Army Recruiting Command will continue to meet its goals.
- **General Officers, CASAs, Reserve Ambassadors, and Command Sergeants Major:** Your continued support with community engagement is critical to US Army Recruiting Command providing the strength of the Army and Army Reserve.
- **Educators:** Access to high schools and colleges benefit everyone: educators, students, and the Army. The public education crisis in the US needs assistance that March 2 Success and the ASVAB provides. Recruiters offer programs, opportunities, and abilities to educators and students in all education settings.
- **Business leaders:** The PaYS and EPO programs offer companies productive employees – who have already been professionally trained and experienced in their specific job skill – without the employers having to spend precious training and human resource recruitment dollars.
- **Other influencers (parents, relatives, coaches, employers):** Parents and other influencers should support a prospect's interest in – or decision to join – the Army because there are literally hundreds of opportunities for young adults to become highly educated, confident leaders of tomorrow. Service in the armed forces is one of the noblest endeavors anyone can undertake.
- **Soldiers and other internal audiences:** Tell your Army story. Refer potential applicants to Army recruiters so young men and women can enjoy the same opportunity.

**Please send suggestions, comments,
or email address changes to:**

U.S. Army Recruiting Command
ATTN: RCMEOP-PA (Welker)
1307 Third Avenue
Fort Knox, KY 40121

kathleen.welker@usarec.army.mil

USAREC Fiscal Year 2012 Focus Areas

1. Recruiting the Profession of Arms
 - We will recruit only those who embrace the Warrior Ethos.
 - Recruiting personnel will hold themselves to Profession of Arms standards.
2. Exhibit the highest standards of professionalism both on and off duty
 - It is an honor and responsibility to be the Army's ambassadors across the nation.
 - Acting unprofessionally brings discredit to all who wear the uniform.
3. Focus and excel in small unit recruiting
 - All Recruiting personnel will work as a team at every level.
 - Our operations will be the same as the rest of the Army.
4. Selecting only those with the highest qualifications and genuine desire to serve
 - Current recruiting environment means we will select the best prospects.
 - As the Army gets smaller, we must have a higher quality force.
5. Expanded presence in high schools and colleges
 - Army will be the military service committed to relationships with educators.
 - We will influence youth to complete their education and be healthy and fit.
6. Effective, responsive Future Soldier programs
 - Future Soldiers and their families will be adequately prepared for the Profession of Arms.
 - Easing tension of their transition to Soldier assures minimal Future Soldier losses.
7. Positive leadership environments
 - Our Soldiers are the tip of the spear and deserve an environment that promotes success.
 - Successful organizations have leaders that promote team success and the Army Values.
8. Taking care of our people and families
 - If we take care of our people and our families, the mission takes care of itself.
 - Every USAREC leader must truly care about and support those they lead.
9. Updating the perceptions of influencers
 - Make COIs understand the Army is a first choice that young people must aspire to join.
 - The Army provides high caliber young people great opportunity, not a last chance.
10. Expanding our partnership with America
 - As Army ambassadors, we will give back in our partnership with America.
 - We assist communities in education shortfalls, obesity problems, and other critical issues.

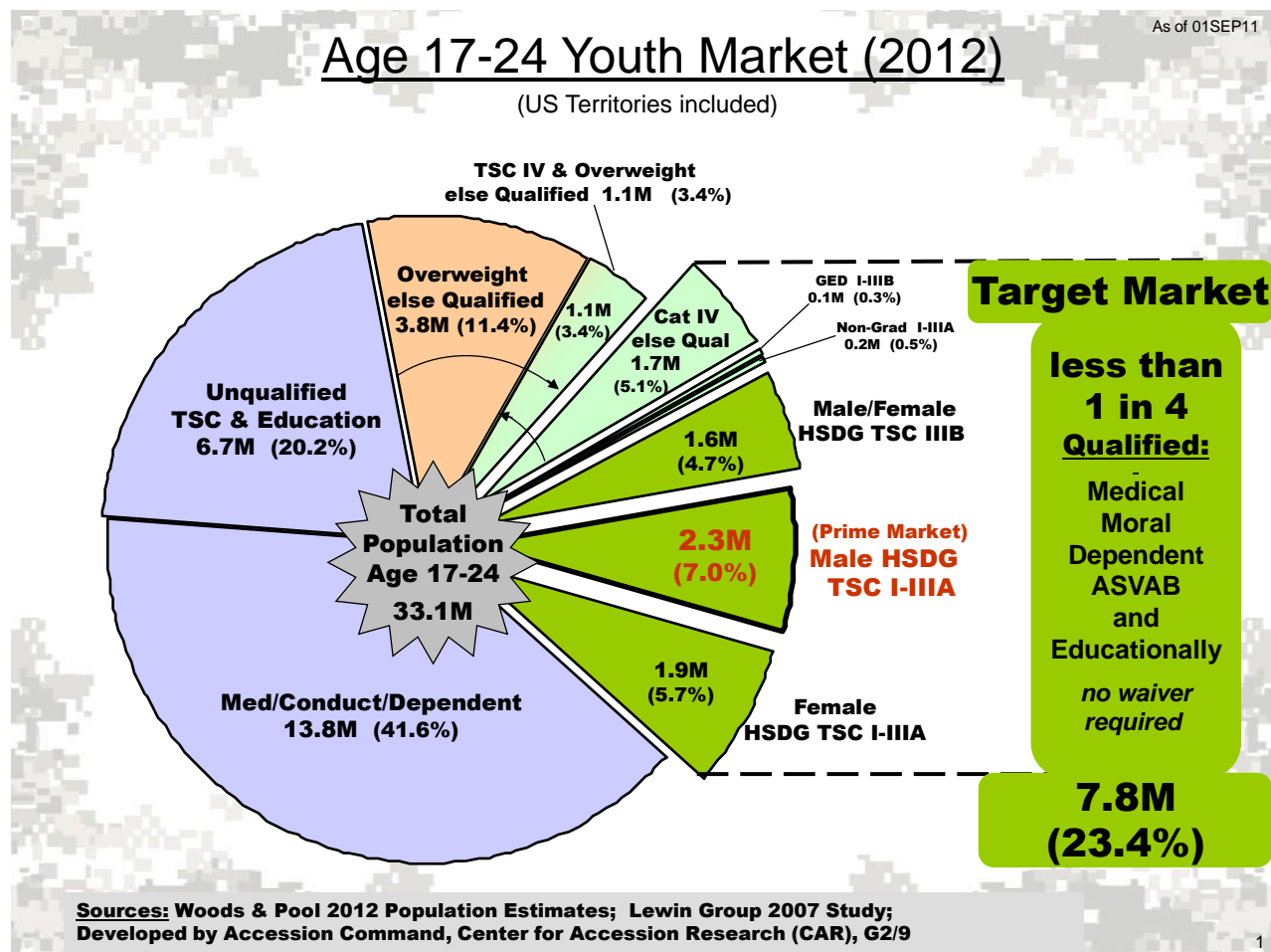
Talking points for the CG's FY 12 Focus Area #2 follow on the next page.

FY 12 Focus Area Talking Points:**2. Exhibit the highest standards of professionalism both on and off duty**

- It is an honor and responsibility to be the Army's ambassadors across the nation.
- Acting unprofessionally brings discredit to all who wear the uniform.
- Recruiters are the Army's ambassadors in Hometown, USA. As such, recruiters represent the Army in the towns and cities where they serve, and must always maintain themselves as values-based professionals who follow a code of ethics and adhere to the Army's high standards.
- Recruiters live the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage – both on and off duty.
- Leaders in USAREC, from headquarters to station level, set the standard for professionalism by treating all with respect and fairness, adhering to law, regulation and policy, and by encouraging subordinates to follow their example.
- Army Leaders set the example of living the Army Values. As role models for youth, Army recruiters exhibit those values and endeavor to inculcate them in Future Soldiers.
- Army recruiters present a professional image in their contacts with the media and with posting comments and/or photographs on social media.
- As a profession, the Army is self-policing. Army recruiters living the Army Values will observe all laws, regulations and policies, or will accept the consequences of their actions if they fail to do so.
- As role models, Army recruiters do not fraternize with applicants or Future Soldiers and will behave with utmost respect toward leaders, peers, and members of the public.
- As professionals, Army recruiters do not conceal, assist in the concealment, or advise an applicant to conceal any relevant medical information, whether or not disqualifying; nor do recruiters give or advise applicants to use any pharmaceutical product, medicine, medication, or remedy, whether controlled, prescribed, or sold over the counter, for the purpose of meeting enlistment or commissioning eligibility.
- The U.S. Army Recruiting Command takes allegations of recruiting impropriety very seriously. Everyone in recruiting is disappointed when a recruiter fails to uphold the Army Values. As a profession, we are self-policing and we investigate every allegation of recruiting impropriety that is brought to our attention. We then take appropriate actions as necessary upon completion of the investigation.

Current Top Talking Points

- “Why can’t Johnny join the Army?”
 - Temporary manpower increase of 22,000 Soldiers ends by 2013.
 - Regular Army mission of 58,000 for FY 12 is 9% less than FY 11’s mission.
 - It is harder to join today’s Army than it was in past years.
 - Accepting only the smartest, the most fit and moral young people in the Nation.
- Fewer than one in four 17-24 year olds are fully qualified to join the Army.
 - The national high school dropout rate is 20 percent.
 - The obesity rate among our nation’s youth – one in five 12-19 year olds – is projected to grow to one in four by 2015.
 - Criminal and moral misconduct disqualifies many applicants.
 - These are not just Army challenges; they are challenges for the nation.





SOURCES:

1 in 4 not qualified -- Woods & Pool 2012 Population Estimates; Lewin Group 2007 Study; developed by US Army Accessions Command G2/9, Center for Accessions Research (502-613-0556)

1 in 5 do not graduate -- <http://nces.ed.gov/pubs2011/2011012.pdf> -- National Center for Education Statistics, US Department of Education: Trends in High School Dropout and Completion Rates in the United States: 1972–2008 Compendium Report, DECEMBER 2010 (see page 12 for regular high school diploma holders statistic of 79.5%). Department of Education statistics always take 2-3 years to develop.

1 in 5 overweight -- <http://www.childstats.gov/americaschildren/health7.asp>

SOURCE: National Center for Health Statistics, National Health and Nutrition Examination Survey.

- In 1976-1980, only 6 percent of children ages 6-17 were obese. This percentage rose to 11 percent in 1988-1994 and to 17 percent in 2005-2006. In 2007-2008, 19 percent of children ages 6-17 were obese, which was not statistically different from the percentage in 2005-2006.
- Combined data for the years 2005-2008 indicate that Mexican American and Black, non-Hispanic children were more likely to be obese than White, non-Hispanic children.
- In 2007-2008, 20 percent of children ages 6-11 were obese and 19 percent of adolescents ages 12-17 were obese. There was no statistical difference between the percentages of the younger and older age groups.
- In 2007-2008, there was no statistical difference between boys and girls in the percentage of children who were obese.

- 9-Month deployments began this month.
 - The change will be fully implemented by April.
 - The new rules apply to units at the division-level and below.
 - Corps-level deployments will stay at 12 months due to their oversight for the entire operation, though the goal is to get them to nine months.
 - Augmentees to a Joint Task Force will remain on a 12-month deployment, due to the nature of those missions.
 - Deployments for high-demand, low-density units and individual deployers will also remain at one year.
 - The change applies to all named operations, which include Operation Enduring Freedom, Operation Noble Guardian in Kosovo, and Multi-National Forces Sinai in Egypt.

- Army's post-war posture and new Defense Strategy.
 - The federal budget deficit solution will affect the Army.
 - Anticipate a smaller force with fewer resources.
 - Unknown how this will affect compensation and benefits.
 - We await action from the Congress and President.
 - "We developed a strategy that said [the military] is going to be leaner, it is going to be smaller, but it has to be agile, it has to be adaptable, it has to be flexible, quickly deployable, and it has to be technologically advanced. That's the kind of force we need for the future." ~ Defense Secretary Leon Panetta, 8 Jan 2012

Today's Soldiers

Today's Soldiers embrace the Warrior Ethos and live the Army Values. They are expertly trained, well equipped, adaptive and confident. More than a fighting force, they are culturally astute leaders and ambassadors, representing the United States throughout the world. More than 10 years of war has proven the American Soldier has the ability to handle the full complexity of 21st century warfare in a joint, expeditionary environment that is highly competitive and challenging.

Recruiting Topics

Enlistment criteria

- The Army continues to attract highly qualified and motivated individuals who aspire to serve.
- Department of Defense and Department of the Army enlistment criteria call for at least 90 percent of non-prior service accessions to be high school diploma graduates, no less than 60 percent to score in Test Score Categories I-III A, and allow no more than 4 percent to score in Test Score Category IV.
- U.S. Army Recruiting Command will manage Fiscal Year 2012 accessions in order to ensure compliance with the annual criteria.
- Army recruits have a much higher aptitude than the general youth population. Department of Defense uses an aptitude test, the Armed Services Vocational Aptitude Battery (ASVAB), for screening. This test is “normed” to a nationally representative sample of youth. In FY 11, 62.8 percent of active Army recruits scored above the 50th percentile; by definition, only 50 percent of American youth did.

Recruiting with Integrity

- There are more than 9,800 Soldiers recruiting throughout the United States. These Soldiers continue to recruit with integrity and uphold the Army Values.
- The U.S. Army Recruiting Command takes allegations of recruiting impropriety very seriously. Everyone in recruiting is disappointed when a recruiter fails to uphold the Army Values. We investigate every allegation of recruiting impropriety that is brought to our attention, and we take appropriate actions as necessary upon completion of the investigation.

Small Unit Recruiting and Pinnacle Transformation

- Our success in FY 11 enables the command to continue transformation initiatives in FY 12 with the implementation of Small Unit Recruiting.
- Small Unit Recruiting is a Commander’s program focused on teamwork and leader development
- It continues the evolution of recruiting operations by placing command emphasis on team success.
- Small Unit Recruiting empowers first-line leaders to employ every member of their team according to their individual strengths in support of the station mission.
- It leverages lessons learned from Team Recruiting, Pinnacle pilot units and field feedback.
- USAREC is implementing Small Unit Recruiting in FY12, an intermediate objective in our transformation to Pinnacle by FY15.

The No Child Left Behind Act and recruiters in high schools

- The No Child Left Behind Act, enacted by the U.S. Congress, requires high schools to release student directory information to the military services. Parents must notify their child’s school if they don’t want their child’s information released (called “opt out”).
- The continued success of the all-volunteer military depends on our recruiters’ ability to speak with students and educators. Our recruiters need the same access to students as employers and institutions of higher education, so that students and educators are informed that military service is a viable career option.

Election Year Public Affairs Guidance (NOTE: 2010 DoD PAG is still in effect.)

A political campaign or election begins when a candidate, including an incumbent officeholder, makes a formal announcement that he or she seeks to be elected to a federal, state, or local political office. A political campaign or election also begins when an individual files a candidacy with the Federal election commission or equivalent state or local regulatory office. Once initiated, a political campaign or election does not end until one week after the conclusion of the relevant election.

As a matter of long-standing policy, DoD personnel acting in their official capacity may **not engage in activities that associate DoD with any partisan political campaign or election, candidate, cause or issue.** The Department of Defense does not engage in partisan political activities; therefore, its **interaction with candidates for political office must not imply or appear to imply sponsorship, approval, or endorsement** of any such candidates or political views.

DoD personnel must forward all inquiries from political campaign organizations to a public affairs officer (PAO) for awareness and appropriate action. In response to specific inquiries, PAOs will only **provide information that is available to the general public**, per DOD Directive 5230.9, Clearance of DoD Information for Public Release. This does not apply to inquiries from the official offices or staff of elected officials.

Commanders **will not permit the use of unit facilities** by any candidate for political campaign or election events, including: public assemblies or town hall meetings, speeches, fund-raisers, press conferences, post-election celebrations, and concession addresses. This policy does not prohibit Members of Congress and other elected officials from visiting military installations to receive briefings, tours, or other official DoD information. Commanders will ensure that candidates who visit military facilities to conduct official business do not engage in any political campaign or election activity during the visit. The preceding prohibition does not apply to the President, Vice President or Speaker of the House of Representatives.

DoD maintains a long-standing policy that **DoD personnel acting in their official capacity may not engage in activities that associate DoD with any partisan political campaign or election, candidate, cause, or issue.** Consistent with this policy guidance, commanders will decline requests for military personnel to appear in or support political campaign or election events. All military personnel, including National Guard and Reserve forces, are **prohibited from wearing military uniforms at political campaign or election events.**

No military personnel, including National Guard and Reserve forces, acting in their official capacity, may **engage in public commentary, including speeches and written submissions offered for publication, concerning political campaigns or elections absent prior clearance.**

Military members on active duty and members on full-time National Guard duty **shall not distribute partisan political campaign or election literature.** Those not on active duty and who are not in a full-time National Guard duty status, shall not distribute partisan political campaign or election literature while in uniform, while acting in their official capacity, or while on a military installation.

U.S. Military Tops Gallup Poll on Confidence in Institutions

Gallup's 2011 Confidence in Institutions poll found the military continues its long-standing run as the highest-rated U.S. institution. The military has been No. 1 in Gallup's annual Confidence in Institutions list continuously since 1998 and has ranked No.1 or No. 2 almost every year since its initial 1973 measure.

<http://www.gallup.com/poll/148163/Americans-Confident-Military-Least-Congress.aspx>

Soldier Stories

The following Web sites offer stories about Soldiers serving today.

Army Stories of Valor <http://www.army.mil/valor/>

DoD Heroes <http://www.defenselink.mil/heroes/>

America's Army Real Heroes <http://www.americasarmy.com/realheroes/>

Army Strong Stories <http://www.armystrongstories.com/>

1st Cavalry Division Moments of Valor

<http://pao.hood.army.mil/1stcavdiv/heroes/valor/valor.htm>

Army.mil Smartphone Application Available – Army Public Affairs has an application for smartphone users offering news, photos and videos from major commands around the Army. There are also several items Future Soldiers may find useful, such as information on rank, uniforms, and current weapon systems. Visit www.army.mil/mobile.

REMINDER: If you are posting photos of recruiter/FS training, activities, events (as well as links to news articles on your people) to your Facebook page, be sure to send us an e-mail. We like to share your activities on our page, but can't if we don't know about them – and we don't have the staff to search all your pages every day to see what you're up to. Be sure to provide information as to what's going on in the photos, as well.

Email: maria.hernandez@usarec.army.mil

brian.lepley@usarec.army.mil

Army Recruiting Online

- **Recruiting News** – Visit www.army.mil/usarec to see what's going on across the command. Army news can be found at <http://www.army.mil/news/>
- **U.S. Army Recruiting Command Facebook Page** – Keep up with news, resources, events, and information about all things USAREC at <http://facebook.com/USAREC>
- **Army Referral Programs** – For information on the various Army referral programs, go to www.supportrecruiting.army.mil
- **Pocket Recruiter Guide update** – The updated 2011-2012 Pocket Recruiter Guide is available online at <http://www.2k.army.mil/downloads/Pguide11-12.pdf>

Current Public Affairs Guidance

Current Department of Defense, Department of the Army, and Recruiting Command Public Affairs guidance/talking points are posted on the G7/9 Sharepoint site on the USAREC Intranet Portal. <http://span.usaac.army.mil/pub/RC-G7G9/PA/Pages/default.aspx>

IMMEDIATE RELEASE

No. 046-12
January 23, 2012

DOD Announces Recruiting and Retention Numbers for Fiscal 2012, Through December

The Department of Defense announced today recruiting and retention statistics for the active and reserve components for fiscal 2012, through December.

Active Component.

- **Recruiting -- Year to Date.** All four active services met or exceeded their numerical accession goals for fiscal 2012, through December.
 - Army -- 11,266 accessions, with a goal of 11,100; 101 percent
 - Navy -- 6,689 accessions, with a goal of 6,689; 100 percent
 - Marine Corps -- 5,408 accessions, with a goal of 5,397; 100 percent
 - Air Force -- 7,110 accessions, with a goal of 7,110; 100 percent
- **Retention.** The Army, Navy, Marine Corps, and Air Force all exhibited strong retention numbers for the first three months of fiscal 2012.

Reserve Component.

- **Recruiting -- Fiscal 2012.** Four of the six reserve components met or exceeded their numerical accession goals for fiscal 2012, through December.
 - Army National Guard -- 11,312 accessions, with a goal of 12,055; 94 percent
 - Army Reserve -- 7,638 accessions, with a goal of 5,991; 127 percent
 - Navy Reserve -- 1,798 accessions, with a goal of 1,798; 100 percent
 - Marine Corps Reserve -- 2,346 accessions, with a goal of 2,126; 110 percent
 - Air National Guard -- 1,832 accessions, with a goal of 1,959; 94 percent
 - Air Force Reserve -- 2,097 accessions, with a goal of 2,097; 100 percent
- **Attrition** -- All reserve components are on target to achieve their fiscal year attrition goals.

Detailed information on specific recruiting data can be obtained by contacting the individual military recruiting commands at 502-626-0164 for Army, 210-565-4678 for Air Force, 703-784-9454 for Marine Corps, and 901-874-9048 for Navy. The reserve components can be reached at the following numbers: National Guard Bureau 703-607-2586; Army Reserve 404-464-8490; Air Force Reserve 703-697-1761; Navy Reserve 757-322-5652; and Marine Corps Reserve 504-678-6535.

IMMEDIATE RELEASE**No. 039-12
January 19, 2012****Army Releases December & Calendar Year 2011 Suicide Data**

The Army released suicide data today for the month of December and calendar year (CY) 2011. During December, among active-duty soldiers, there were 11 potential suicides: two have been confirmed as suicide, and nine remain under investigation. For November, the Army reported seven potential suicides among active-duty soldiers. Since the release of that report, five have been confirmed as a suicide, and two remain under investigation. For CY 2011 there were 164 potential active-duty suicides of which 140 have been confirmed as suicides, and 24 remain under investigation.

During December, among reserve component soldiers who were not on active duty, there were five potential suicides (four Army National Guard and one Army Reserve): three have been confirmed as suicide and two remain under investigation. For November, among that same group, there were eight potential suicides. Since the release of that report, three cases have been added for a total of 11 cases (11 Army National Guard and no Army Reserve). Of those, nine were confirmed as suicides and two remain under investigation. For CY 2011, there were 114 potential not on active duty suicides (80 National Guard and 34 Army Reserve): 102 have been confirmed as suicide, and 12 remain under investigation.

A report released today, “Army 2020 Generating the Health and Discipline of the Force,” referred to as the “Army Gold Book,” represents the next phase in Army health and disciplinary promotion efforts. The report assesses progress made, as well as identifies and addresses remaining gaps in policy, programs and procedures relating to soldier health and discipline since the release of the “Army Red Book” in July 2010. It also underscores the importance of ongoing leader education, tireless commitment and open communication at all levels in assuring that the right choices continue to be made for our soldiers, the Army and our nation.

“As we look ahead to the strategic reset, transitioning from a predominantly wartime Army to a ready and responsive one, leaders at every level must be actively engaged. They must understand the issues addressed in this report, apply the many lessons learned and, unlike the mostly reactive efforts of the post-Vietnam Army, continue to take a proactive approach to generating health and discipline in the force.

“This report should serve as a comprehensive guide, a roadmap of sorts reflecting not only how far we have come in recent years, but more importantly, provide direction as we look ahead to the strategic reset and the many challenges we will inevitably face as we come back home,” according to the “Army Gold Book.”

Soldiers and families in need of crisis assistance can contact the National Suicide Prevention Lifeline. Trained consultants are available 24 hours a day, seven days a week, 365 days a year and can be contacted by dialing 1-800-273-TALK (8255) or by visiting their website at <http://www.suicidepreventionlifeline.org>

Army leaders can access current health promotion guidance in newly revised Army Regulation 600-63 (Health Promotion) at: http://www.army.mil/usapa/epubs/pdf/r600_63.pdf and Army Pamphlet 600-24 (Health Promotion, Risk Reduction and Suicide Prevention) at http://www.army.mil/usapa/epubs/pdf/p600_24.pdf

The Army's comprehensive list of Suicide Prevention Program information is located at <http://www.preventsuicide.army.mil>.

Suicide prevention training resources for Army families can be accessed at http://www.armyg1.army.mil/hr/suicide/training_sub.asp?sub_cat=20 (requires Army Knowledge Online access to download materials).

Information about Military OneSource is located at www.militaryonesource.com or by dialing the toll-free number 1-800-342-9647 for those residing in the continental United States. Overseas personnel should refer to the Military OneSource website for dialing instructions for their specific location.

RESOURCES:

- Army's Comprehensive Soldier Fitness Program <http://www.army.mil/csf>
- Defense Center for Excellence for Psychological Health and Traumatic Brain Injury (DCoE) Outreach Center, <http://www.dcoe.health.mil>, 866-966-1020, or email Resources@DCoEO Outreach.org
- American Foundation for Suicide Prevention <http://www.afsp.org>
- Suicide Prevention Resource Council <http://www.sprc.org/index.asp>

DOD Leaders: U.S. Will Remain World's Strongest Military

By Karen Parrish
American Forces Press Service

WASHINGTON, Jan. 8, 2012 – The Defense Department's new, 10-year strategy will ensure the United States remains the world's strongest military power, DOD leaders emphasized in weekend interviews.



CBS' "Face the Nation" host Bob Schieffer interviews Defense Secretary Leon E. Panetta, center, and Army Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, left, in Washington, D.C., Jan. 6, 2012. Panetta and Dempsey fielded questions ranging from the upcoming budget cuts to the threats that Iran poses in the Middle East. DOD photo by Erin A. Kirk-Cuomo

In an interview with Bob Schieffer that aired today on the CBS news program "Face the Nation," Defense Secretary Leon E. Panetta and Joint Chiefs Chairman Army Gen. Martin E. Dempsey said the department is changing to respond to a new global reality.

The strategy announced Jan. 5 outlines defense priorities for the coming decade, and emphasizes trimming the force while investing in intelligence, surveillance and reconnaissance programs, combating anti-access technologies, countering weapons of mass destruction and prevailing in all domains, including the cyber world.

"Clearly, we face the constriction of having to reduce the budget by almost half a trillion dollars," the secretary said. "We developed a strategy that said [the military] is going to be leaner, it is going to be smaller, but it has to be agile, it has to be adaptable, it has to be flexible, quickly deployable, and it has to be technologically advanced. That's the kind of force we need for the future."

The department's plan calls for priority emphasis on the Pacific and the Middle East, while maintaining a presence elsewhere, Panetta noted.

"The bottom line is, when we face an aggressor anyplace in this world, we're going to be able to respond and defeat them," he added.

The chairman said a popular misconception about the new strategy assumes the nation's forces will no longer be able to fight more than one conflict at a time.

"In fact, we were pretty adamant that we must be able to do more than one thing at a time, and by the way not limit ourselves to two," Dempsey said. "The threat, and the environment in which we find ourselves in this decade of the 21st century, suggests to us that it's likely to be more than two."

The strategy aims to build a force capable across the military operational spectrum with the leadership, manning and equipment to provide options to the national command authority, the chairman noted.

One point that may have been underemphasized, he added, is that the military has "learned an enormous amount over the last 10 years about how to wage war."

Dempsey said the military has developed strengths unforeseen a decade ago, noting its capabilities in special operations, intelligence, surveillance and reconnaissance, and cyber.

"What we're looking to do here is not constrain ourselves to a two-war construct, but rather build a force that has the kind of agility the secretary mentioned, that is a learning organization that will adapt itself to what it confronts," he said.

The military has seen a decade of high demand, and defense leaders are working to ensure the force size remains adequate and adaptive to future missions, he said.

"We do have a ... significant, capable [National] Guard and reserve component, and we do have an active component that has learned a lot over the last 10 years," Dempsey noted. "What we're trying to do is break the template and think about different ways of accomplishing the task, to give more options to our nation's leaders."

The geopolitical and economic challenges of 2012 demand a shift in military power, the general said.

"What we're trying to do is challenge ourselves to respond to that shift and to react to that strategic inflection point," he said.

Dempsey said his concern is that in light of changing strategy and budget issues, some will see the United States as a nation and a military in decline.

"Nothing could be further from the truth," the chairman asserted. "That miscalculation could be troublesome ... it could cause even our close partners to wonder, what kind of partner are we? So what I'd like to say right now is, we're the same partner we've always been, and intend to remain that way."

<http://www.defense.gov/News/NewsArticle.aspx?ID=66711>




**African American/Black History Month
"Black Women in American History and Culture"**

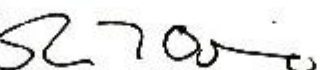
February 2012

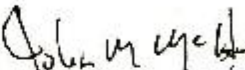
African American women have played a vital role in the history of our Nation and our Army since the American Revolution. Their patriotism, loyalty and leadership, coupled with their hard work, intellect and artistic expression, have enriched the African American community and the Nation as a whole. In slavery and freedom, their struggles have been at the heart of the human experience, and their fight against racism and sexism serve as a testament to their perseverance to overcome adversity.

From Harriet Tubman, a leader and conductor of the Underground Railroad, to Rosa Parks, the mother of the modern Civil Rights Movement, to First Lady Michelle Obama, these courageous women serve as role models for all to emulate. The Army has also benefitted from the leadership, intelligence and contributions of the African American women in our ranks, and today we celebrate the recent promotion of Major General Marcia Anderson, the Army's first African American female Two Star General and recognize Ms. Tracey Pinson, the Army's highest ranking female African American Senior Executive Service member. These women, and so many others, are expressions of a vibrant culture in which African American women play a critical role in the strength of this Nation and our Army.

We are grateful for the sacrifices and contributions African American Women, Soldiers, Civilians and Families have played in our success. We encourage the entire Army Family to honor publicly their contributions by encouraging all leaders from across the Army to plan and execute appropriate commemorative activities to celebrate African American/Black History Month.


Raymond F. Chandler III
Sergeant Major of the Army


Raymond T. Odierno
General, United States Army
Chief of Staff


John M. McHugh
Secretary of the Army